



Using “Intermediaries” to Streamline Operations and Support Expanded SNAP E&T Programs

July 18, 2019



Today's Presenters

- **Rachel Gragg**, Senior Program Analyst, USDA Food and Nutrition Service, Office of Employment and Training
- **Nick Codd**, Senior Consultant, Seattle Jobs Initiative
- **Jenny Taylor**, Vice President, Career Services, Goodwill of North Georgia
- **Kate Kinder**, Director, Portland Community College
- **Stacey Triplett**, Community Programs Manager, Worksystems, Portland Oregon
- **Patrick Gihring**, Chief Programs Officer, Worksystems, Portland Oregon

Housekeeping Items

- Please submit your questions in the Chat box; questions will be answered following the panelist presentations.
- This webinar is being recorded and you will receive an email when it has been posted on the SNAP to Skills website.

Today's Agenda

- **National perspective**
 - Rachel Gragg, FNS OET
- **Benefits and points of caution**
 - Nick Codd, SJI
- **Intermediary models**
 - Jenny Taylor, Goodwill of North Georgia
 - Kate Kinder, Portland Community College
 - Stacey Triplett and Patrick Gihring,
Worksystems Portland Oregon
- **Question and Answers**

FNS

- **Rachel Gragg**, Senior Program Analyst
USDA Food and Nutrition Service, Office of Employment
and Training

“Intermediaries” & SNAP E&T

Intermediaries may –

- Carry out a number of required and essential administrative tasks and provide support to State SNAP E&T programs by centralizing some operational and fiscal functions.
- Increase capacity and support SNAP E&T programs by leveraging established leadership roles, key partnerships and expertise within the workforce and employment and training arena.

Benefits


- Support State SNAP agency expansion by assuming administrative and operational tasks
- Provide flexibility that may not be available within the State SNAP agency & State government
- Expedite the process of securing E&T partners

Benefits

- Integrate SNAP E&T within the workforce arena by leveraging an intermediary's established roles, partnerships and expertise.
- Provide access to key partners with limited administrative capacity, but strong connections to priority populations and communities.
- Focus on specific workforce arenas and/or target populations; for example :
 - Community College/workforce education arena
 - Services for specific populations
 - Services to specific geographic areas

Points of Caution

- State SNAP agency remains responsible for the SNAP E&T program and will need to monitor intermediaries and work with them. State SNAP agencies may need to determine how much work is this vs.. the efficiency benefits.
- Intermediaries need a strong knowledge of SNAP E&T third party model particularly fiscal and policy related issues to remain in compliance
- State will likely need to use 100% funds (possibly other funds) to support the intermediary
- States using intermediaries will want to establish clear roles, responsibilities and levels of authority



Role & Benefits of Goodwill as an Intermediary for SNAP E&T



Jenny Taylor
Vice President
Career Services

What do you know
about Goodwill?



**You are
probably
familiar with
Goodwill
thrift stores**



GOODWILL: DID YOU KNOW?

- Nationally, our **retail footprint is larger than Target**. Donated goods retail social enterprise sustains our mission.
- **One out of every 200** adults in the U.S. who went to work last year received help from a Goodwill agency.
- Goodwill® Tops the Brand World Value Index Survey at **#1 for Best Brand** Overall 2016 and 2017.

Meet your SNAP work requirement. And start a career.



OUR MISSION IS TO PUT PEOPLE TO WORK.



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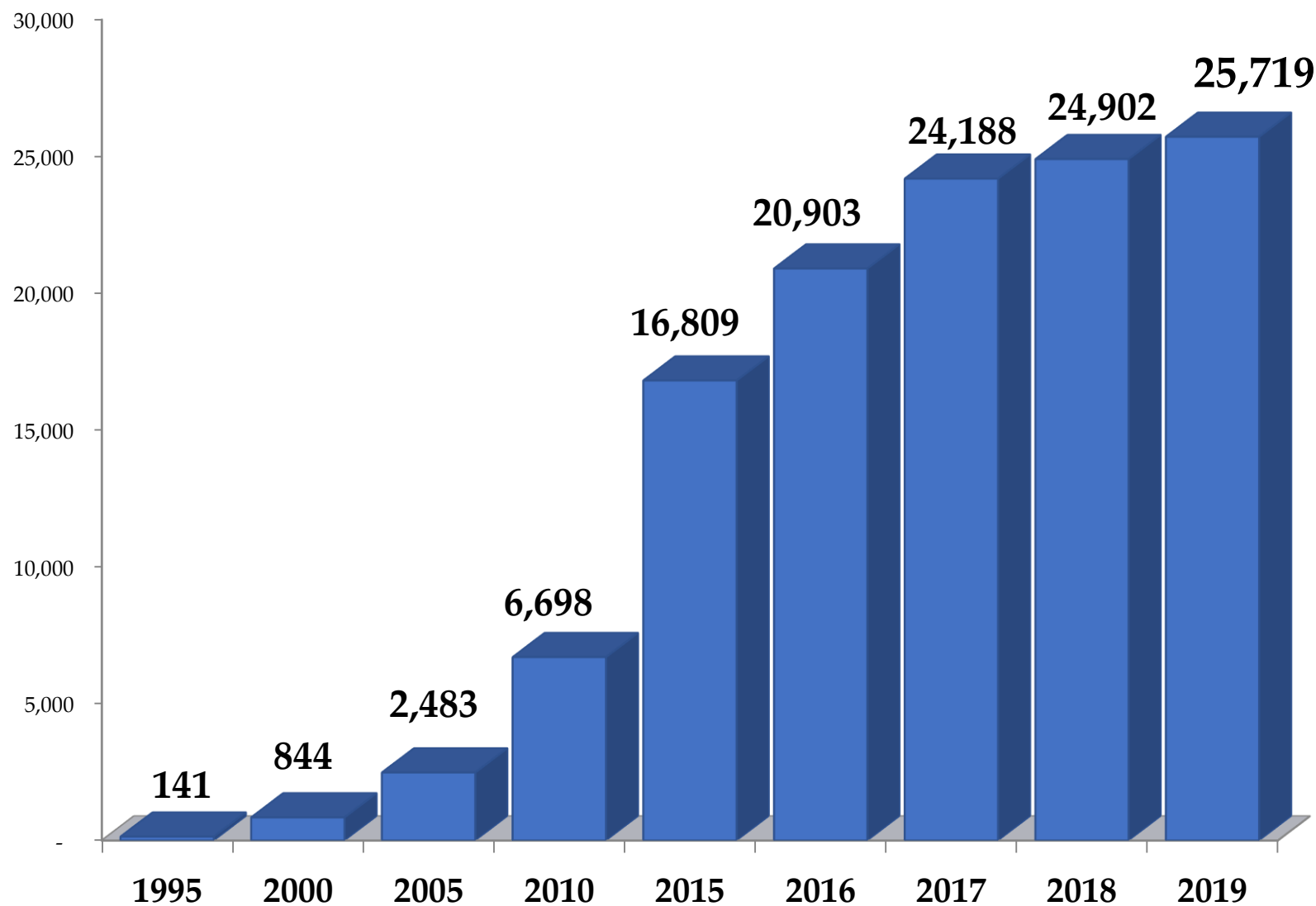

Welcome
South Dekalb
Graduates
Check In


Welcome
Decatur
Graduates
Check In

We Put 25,719 People to Work in FY2019!



WE PUT PEOPLE TO WORK.



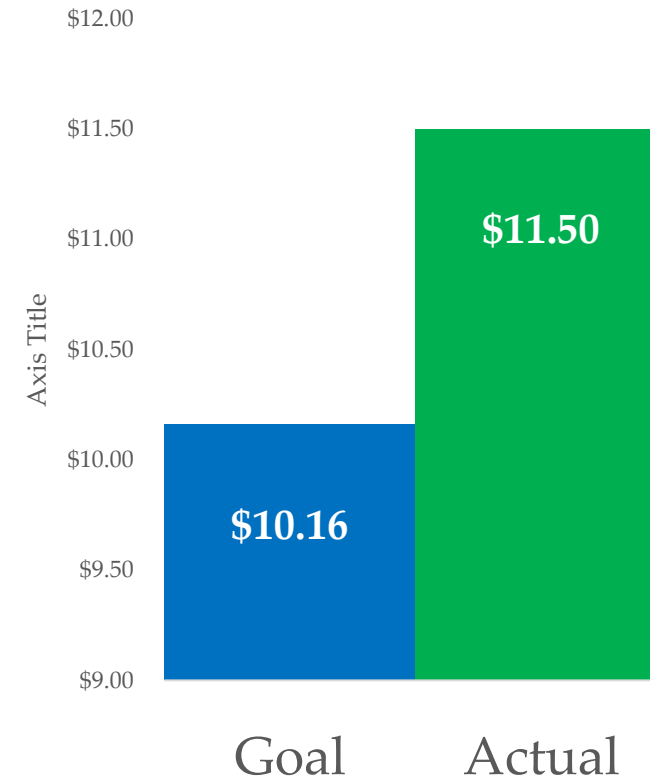
Employment Rate Served to Placed Ratio

Intensive Services



85%

Average Wage



Job
Quality

30%



Working Class +



Middle Class+

We Work Better Together

When You Partner with our Goodwill, You Partner with an Entire Network

9 college co-enrollment partnerships

39 public sector partnerships

65 non-profit and community-based partnerships

93 private foundation partnerships

5,000+ employer partnerships





Employment
& Training

in Georgia

- Over 200,000 SNAP recipients eligible to receive SNAP E&T services.
- The Georgia Division of Family and Children Services (DFCS) wished to incorporate skill building services in addition to existing Job Search services.
- Goodwill of North Georgia was the first 3rd Party Partner in the state in 2017.
- We developed a three-year program enhancement and expansion plan 2017 to 2019.

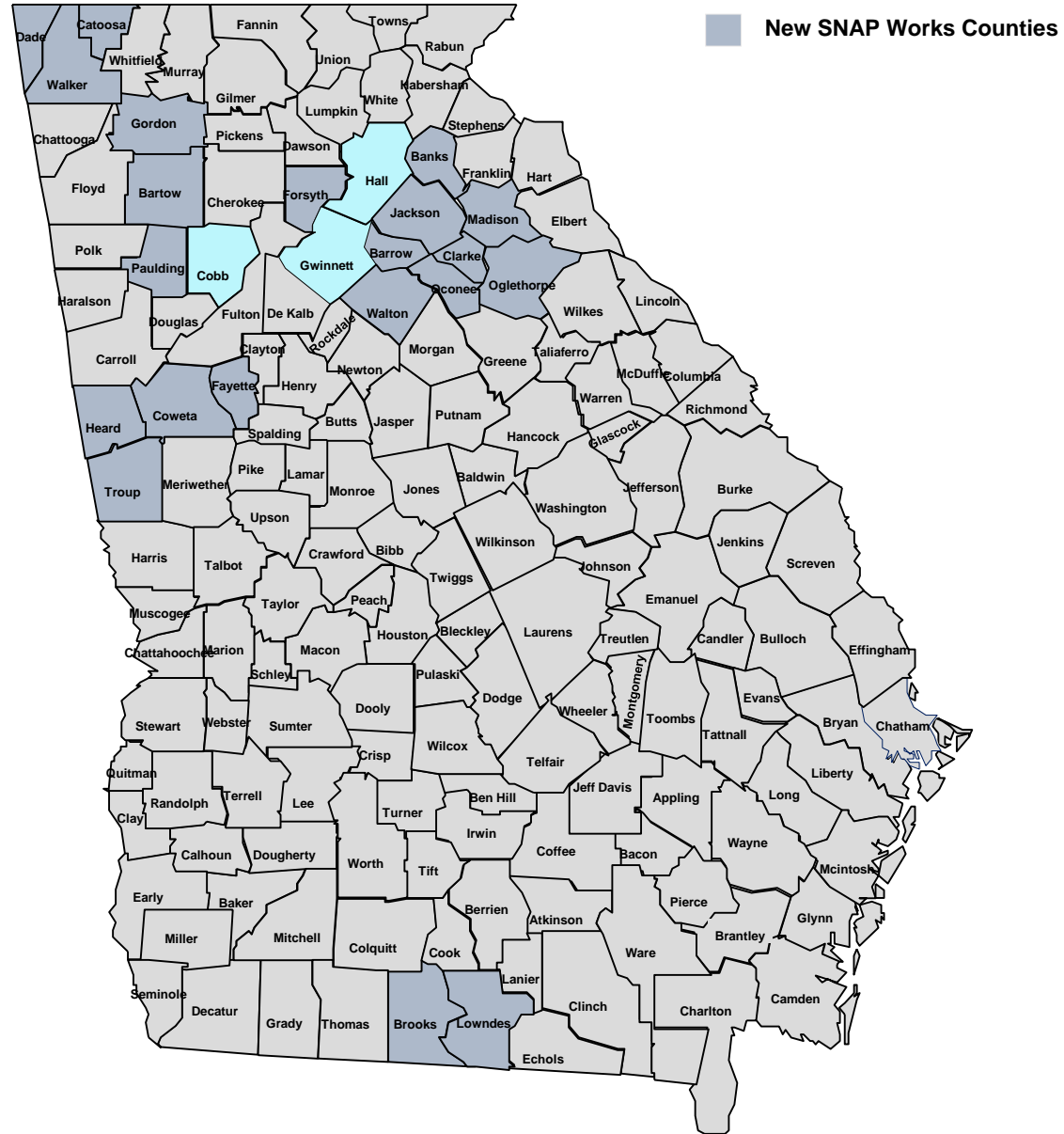




Challenges

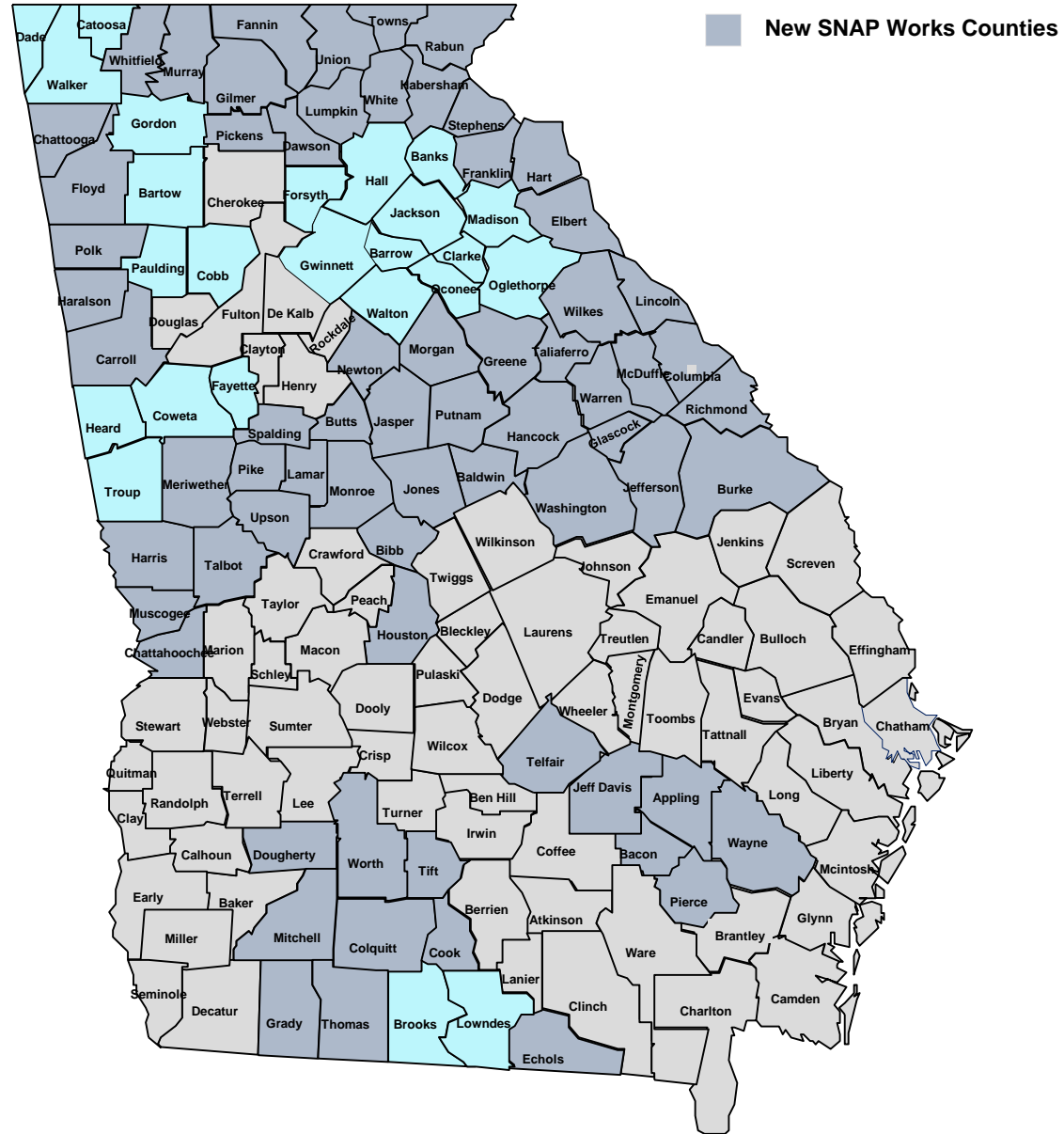
- Less than \$2 million to fund the entire program.
- Limited connections to the State's workforce development system.
- Identifying a pipeline of potential workforce partners to support program expansion.
- Historical silo approach.

Year One Expansion 2017



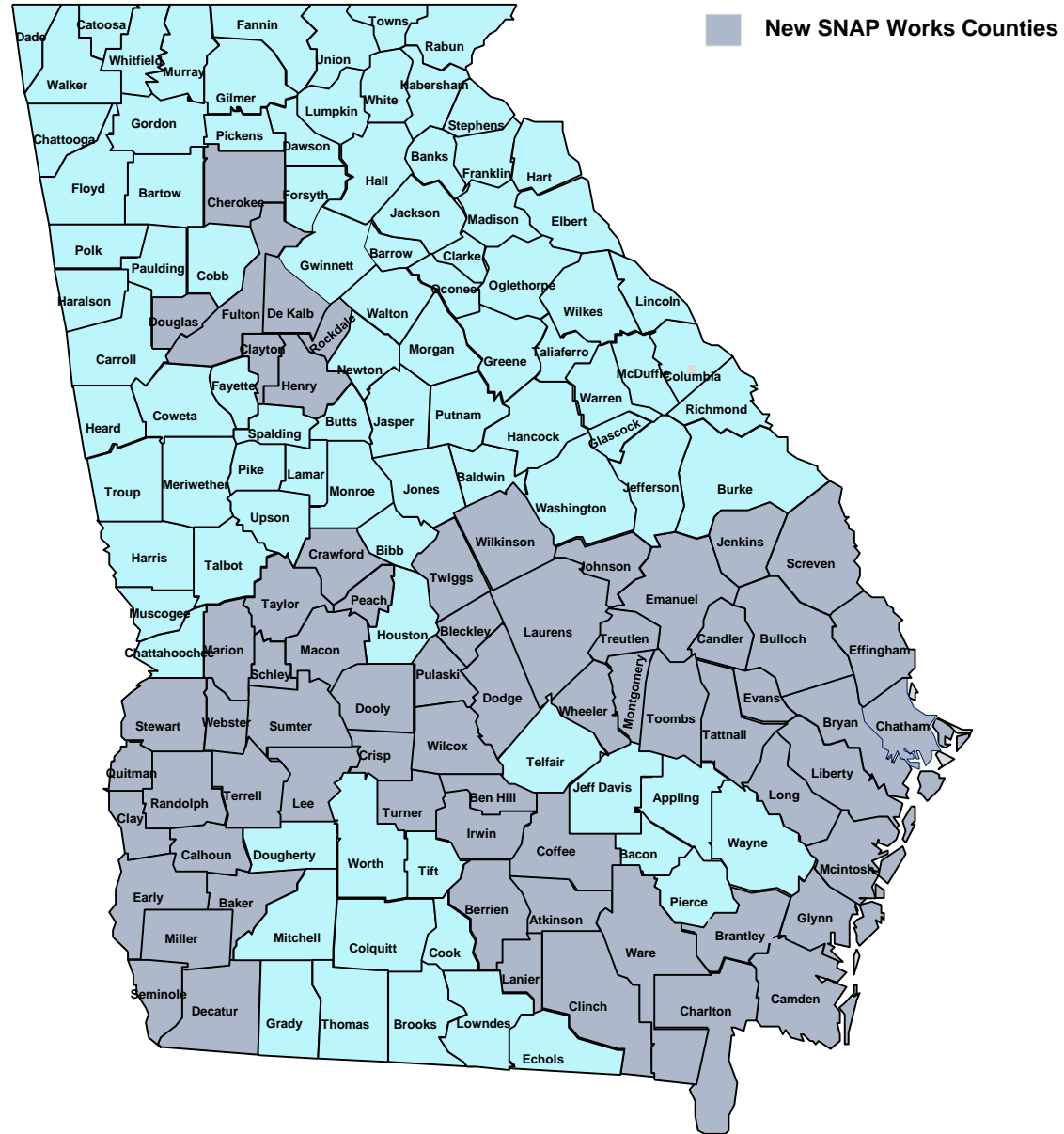
Courtesy of the Division of Family and Children Services

Year Two Expansion 2018



Courtesy of the Division of Family and Children Services

Year Three Expansion 2019

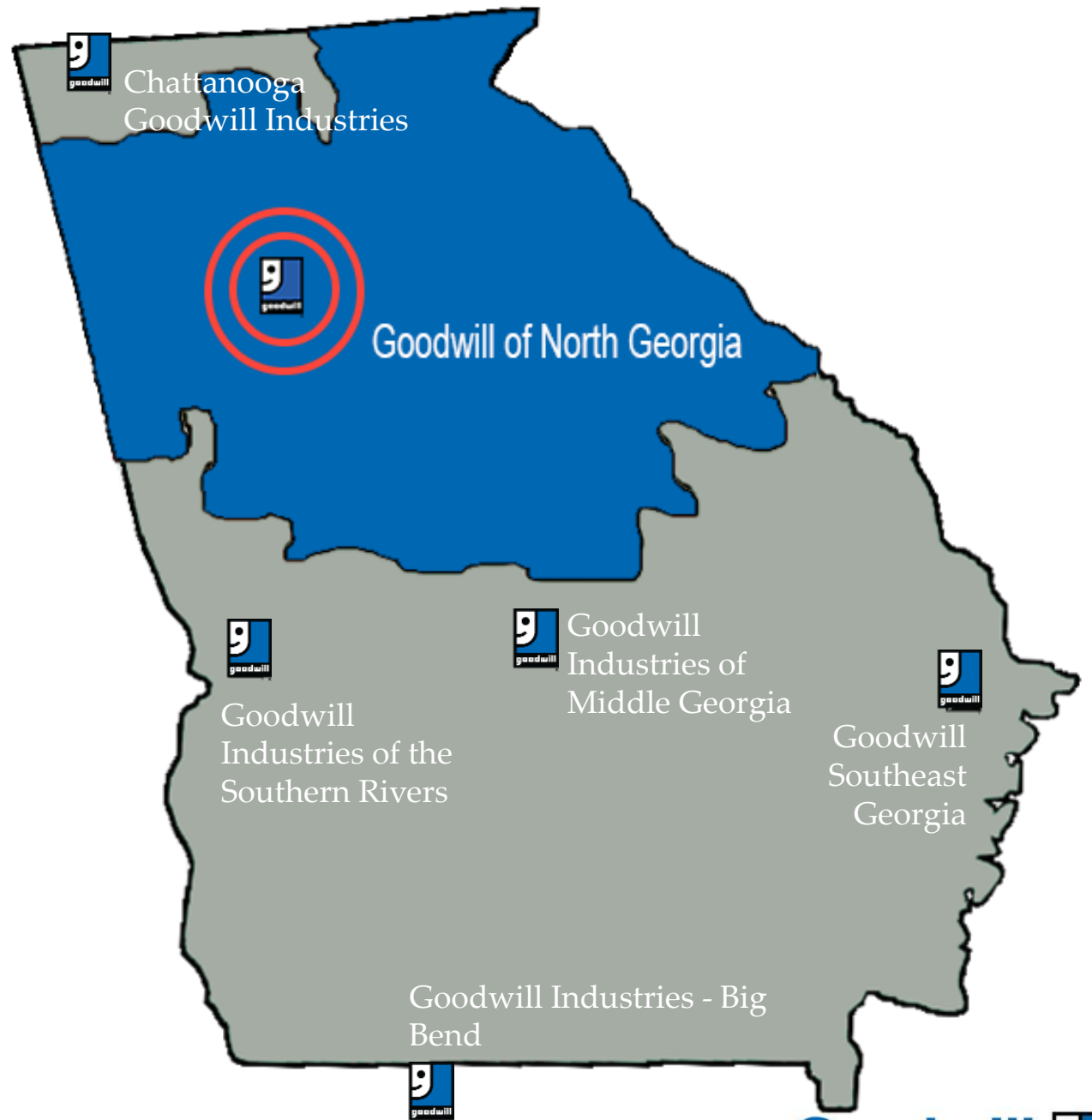


Courtesy of the Division of Family and Children Services

GEORGIA GOODWILL ASSOCIATION: STATEWIDE PARTNER.

OUR MARKET:

- URBAN
- SUBURBAN
- RURAL



SNAP E&T and Goodwill Nationally





38 SNAP E&T partnerships with Goodwill agencies in U.S.

- An increase of 15 partnerships from 2017 to 2018
- A 33% increase in 50/50 funds in one year

2017 Contract Values*:

100% Funds: \$2,349,975

50/50 Funds: \$9,165,539

2018 Contract Values*:

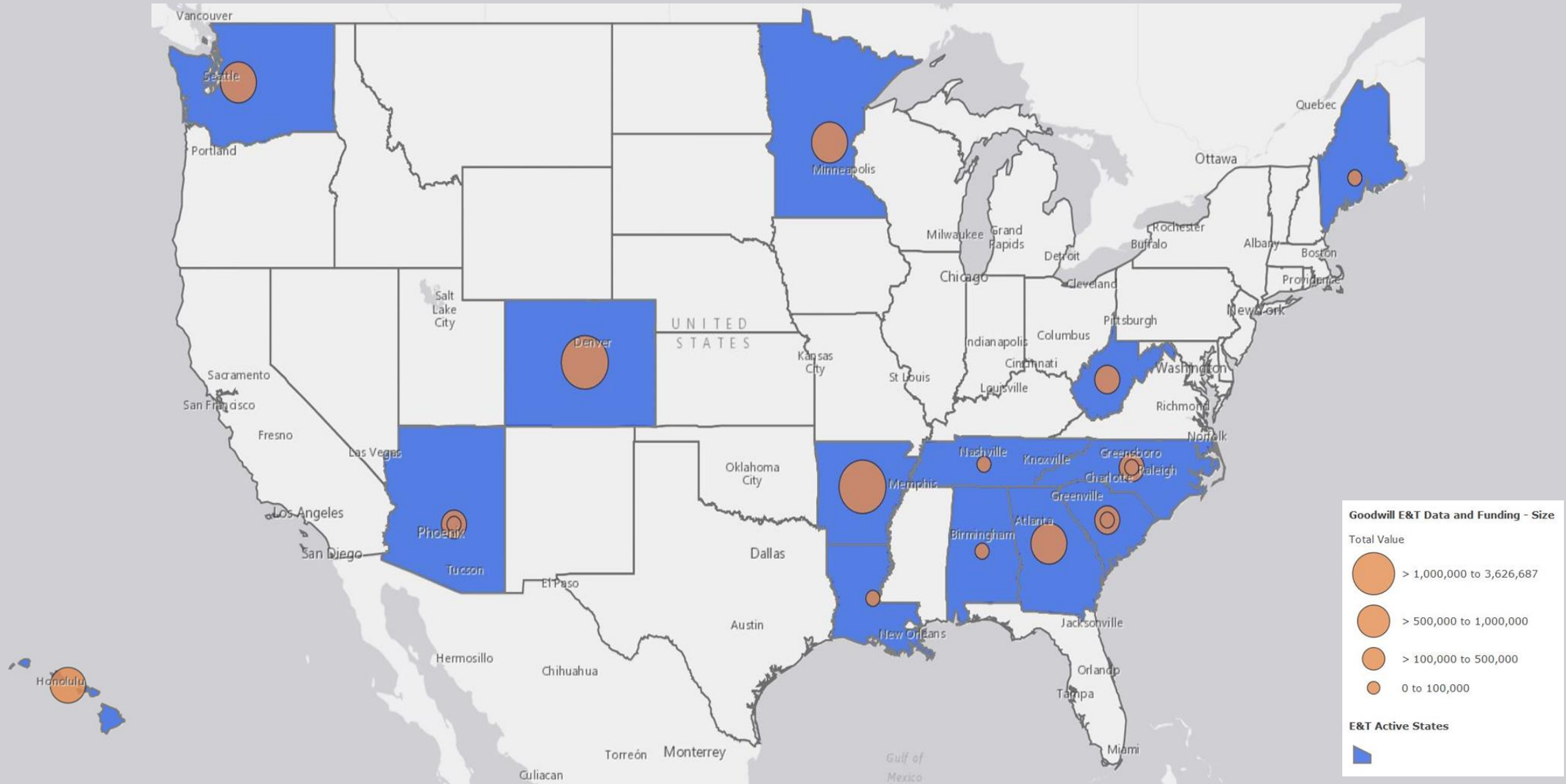
100% Funds: \$2,307,979

50/50 Funds: \$12,189,433

**Actual amounts may vary based on expenditure levels*



Lay of the Land



Why Goodwill?

- Aligned goals and expertise serving SNAP recipients.
- Allowable SNAP E&T services through Career Centers.
- Robust and diverse funding streams.
- Experience administering federally funded programs.
- Extensive connections to employers, funders and other workforce providers.
- Focused on results.



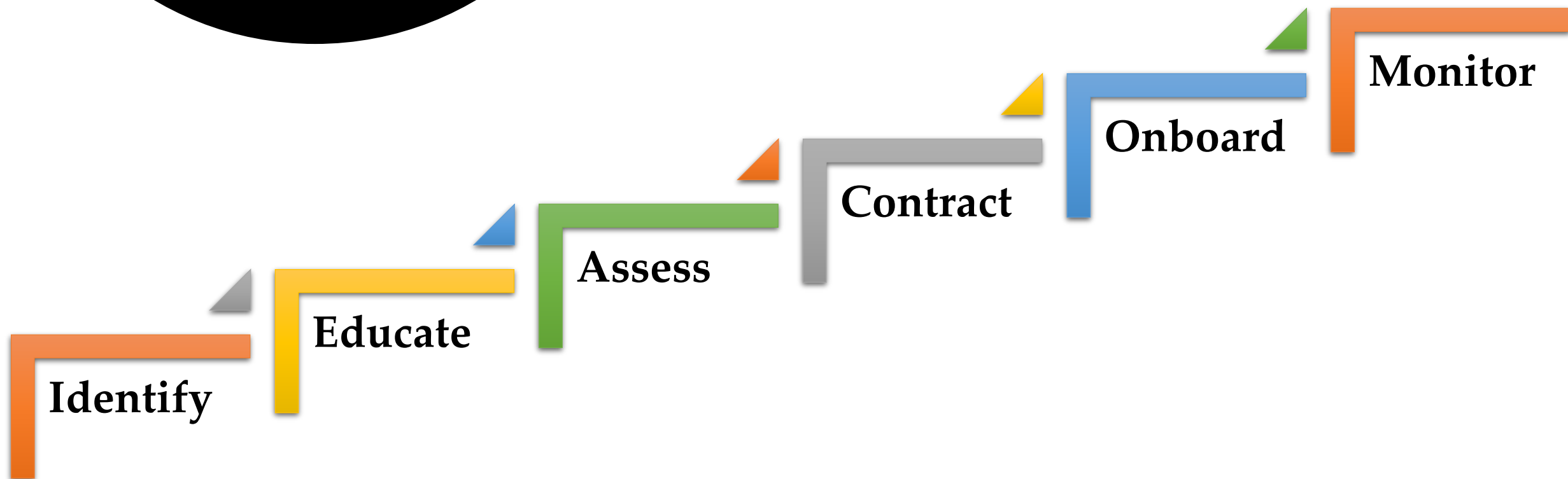
October 2018:

Expand SNAP E&T
Technical Assistance
and Intermediary
Role

Goal: Enhance SNAP
E&T system to
include 360°
of work supports



Technical Assistance and Intermediary Role



Readiness to be a SNAP E&T Provider



Administrative
Capacity



Serve Significant
of SNAP
Recipients



Stable Source
of Allowable
Non-Federal
Funding



Robust
Data Collection
and Reporting



Skill-Building
Demand-Driven
Vocational
Programs and
Supports



Coordinate
Program
Administration,
Eligibility,
Compliance,
and Outcomes

Benefits to State

- Quickly increase capacity
- Reverse referrals = increased SNAP E&T enrollment, participation, and move to self-sufficiency through employment
- Translator and Ambassador to SNAP recipients, partner non-profits AND, to Employers who don't have patience for regulations & paperwork.
- Non-profit Community-Based Organizations like Goodwill can be more nimble & responsive = more rapid expansion
- Community partnerships & Trusting relationships: Goodwill does not issue sanctions; SNAP recipients see non-profit as encouraging place to connect to work.

First jobs. Next jobs. Careers.



We've got everything you need to find them.



Portland Community College

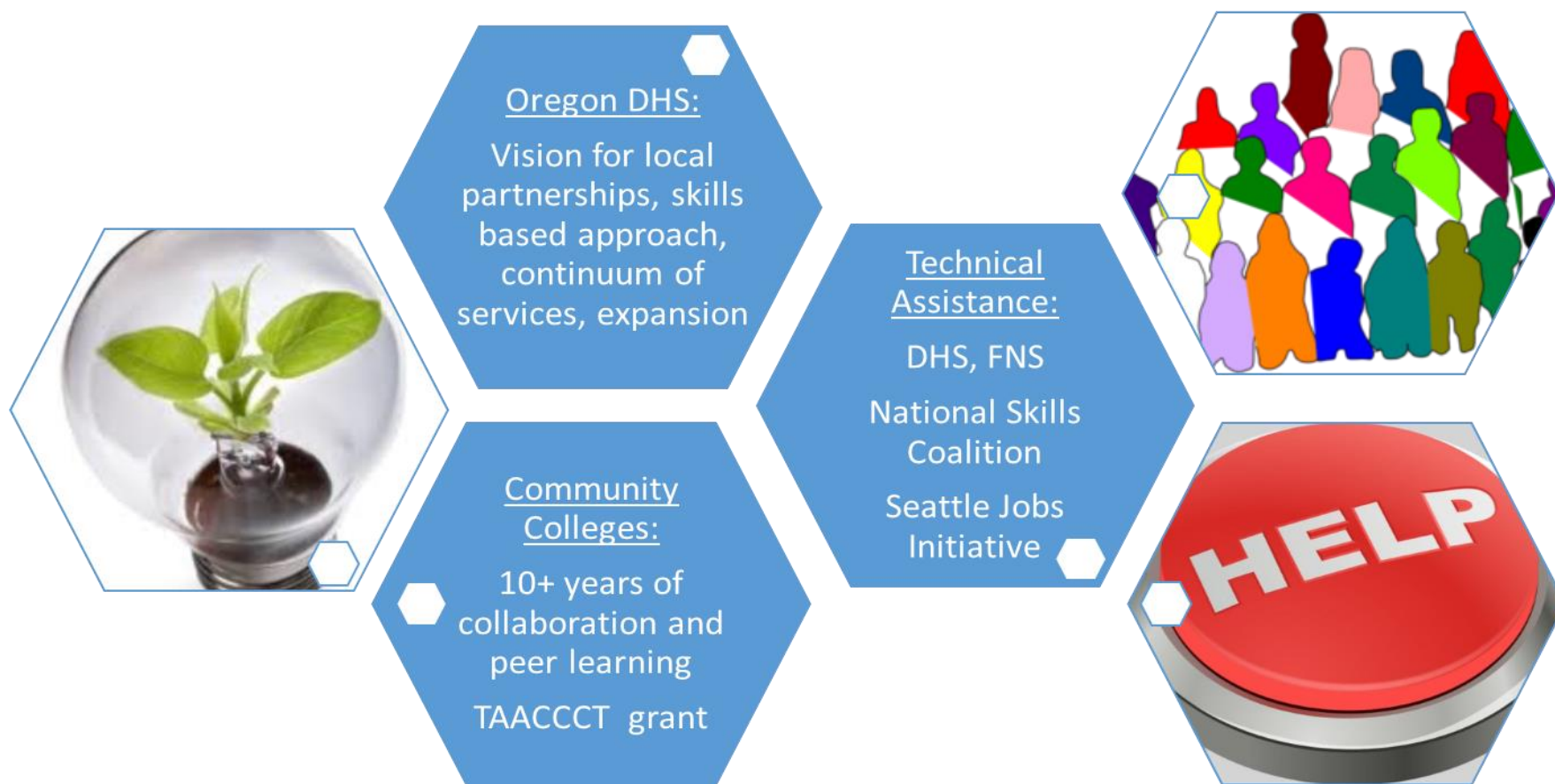
- **Kate Kinder**, Director, Portland Community College

OREGON'S COMMUNITY COLLEGE STEP (SNAP 50/50) CONSORTIA



Kate Kinder,
Director, Career Pathways and Skills Training
skinder@pcc.edu

HOW CONSORTIA WAS CONSTRUCTED TO MEET THE NEED



INTERMEDIARY MODEL



14 COLLEGES, 1 LEAD (OCT 1, 2018)

- Portland Community College (Lead): Portland
- Chemeketa Community College: Salem
- Klamath Community College: Klamath Falls
- Lane Community College: Eugene
- Linn-Benton Community College: Albany
- Mt. Hood Community College: Gresham
- Southwestern Oregon Community College: Coos Bay
- Clackamas Community College: Oregon City
- Blue Mountain Community College: Pendleton
- Central Oregon Community College: Bend
- Rogue Community College: Grants Pass
- Tillamook Bay: Tillamook
- Treasure Valley: Ontario
- Umpqua: Roseburg
- Oct 1, 2019 adding three other colleges (Clatsop, Columbia Gorge, Oregon Coast)

COMMON FRAMEWORK: COMMUNITY COLLEGE CAREER PATHWAYS BUILD SKILLS AND INCREASE ECONOMIC MOBILITY

A Career Pathway is a series of connected, high quality education and training programs with integrated student support services that enables individuals to secure a job and advance in an industry or occupation.

Career Pathways are an equity strategy that increase college access, retention, and completion.

Supports individual's progression along the education and career continuum = college completion and career advancement

Eases student transitions: K-12 - GED/ESL/pre-college–community college–university–workforce

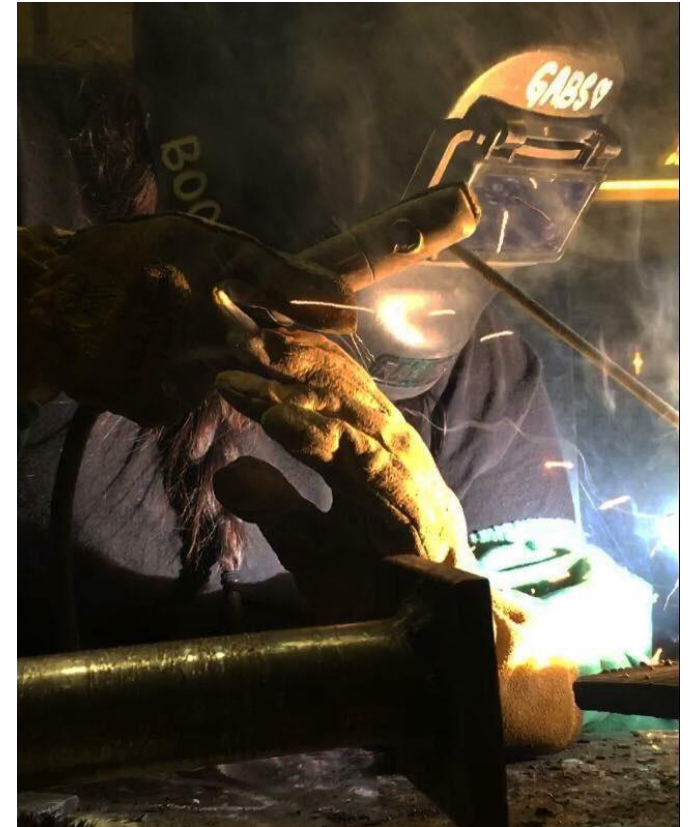
Offers short-term stackable credentials leading to in-demand occupations and degrees

Integrates student support services = wrap-around college success and career coaching

Responds to sector strategies, employer partnerships, and industry demand

COLLECTIVE IMPACT AND FOCUS

- **Outcomes** = Skills gains, credential completion, careers, and wage progression increases economic mobility and equitable opportunity
- **Partnerships** = Consortia operates as plurality of alliances at local and state level—with DHS, colleges, and other providers—resulting in strong program development, expansion, and success
- **Community of Practice** = Leveraging expertise, collective assistance with on-boarding new colleges and staff, streamlining of information sharing



STREAMLINES ADMINISTRATION AND INCREASES IMPACT



- Consistent processes, compliance protocols, and data/fiscal reporting mechanisms
- Streamlines and simplifies work for state office and for new providers
- Consortia-wide materials (e.g. assessments, time and effort)
- Expands capacity and impact across state
- Leverages resources and advocacy = expedites expansion
- Raises awareness and connection to other statewide initiatives, e.g. Pathways to Opportunity

CONSIDERATIONS WITH INTERMEDIARY MODELS

- Essentially an intermediary can market the program and clearly explain the match concept for various audiences (leaders, staff/faculty, fiscal controllers/accountants, etc.)
- Considerable investment of time required up-front to develop strong systems
- Must focus on balancing need for consistent framework with local flexibility to effectively serve students and community
- Challenging at times to balance demands of local program with those of the collective Important to keep perspective that good of the whole will benefit local in long run
- Need to be adaptive to opportunities, with a clear focus/vision on value of the work





Worksystems

SNAP E&T – Intermediary Role

Presenters: Patrick Gihring, Chief Program Officer
Stacey Triplett, Community Programs Manager
Portland, Oregon

BACKGROUND ON WORKSYSTEMS PROGRAM & MODEL

Consortium Structure, Roles & Responsibilities

Oregon Department of Human Services

**Statewide grant oversight and
management.**

**Input into priorities. SNAP
recipient referrals.**

Consortium Program

Worksystems

**Convene and coordinate
partners within a consortium
program**

**Pursue additional non-federal
resource to expand program**

**Manage consortium program
and contracts**

Service Providers

**Deliver program services
including outreach,
eligibility, and SNAP service
components.**

**Report services, outcomes,
and expenses.**



BACKGROUND ON WORKSYSTEMS PROGRAM & MODEL

Funder Partners

Funder	Funding Type
Prosper Portland (Economic Dev Agency)	City General and CDBG Funds
Multnomah County	Homeless Service and Community Justice Funds
State of Oregon	General Funds
Meyer Memorial Trust	Foundation Funds
Portland Justice Fund	Foundation Funds
Local Banks, Wells Fargo, etc.	Membership for BankWork\$ Program



BACKGROUND ON WORKSYSTEMS PROGRAM & MODEL

Service Delivery Partners



BACKGROUND ON WORKSYSTEMS PROGRAM & MODEL

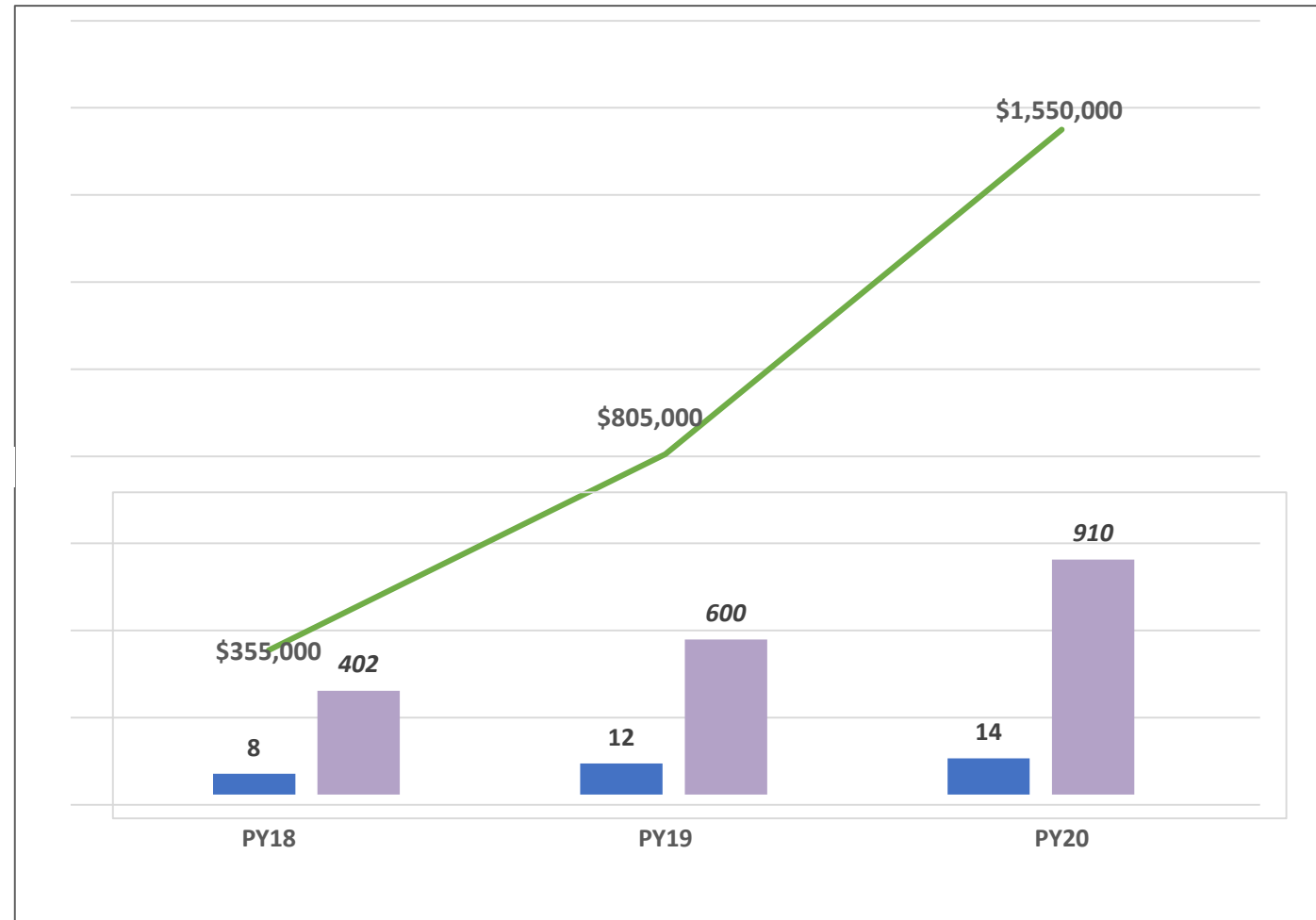
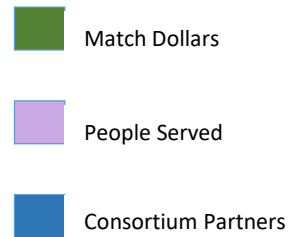
Services

Case Management
Job Search Training
Vocational Training
Work Experience
Pre-Apprenticeship
Retention



BACKGROUND ON WORKSYSTEMS PROGRAM & MODEL

Year-to-Year Growth & Impact



What's the benefit of a consortium approach for...DHS?

- ***Single Point of Contact:*** Without us, the number of direct contracts and grantees would more than double, from 23 to 36.
- ***One Stop Integration:*** The one-stop system is the public storefront for local workforce services and serves over 50,000 area residents annually.
- ***Local Advocacy & Representation:*** The programs our LEOs fund and care about are increasingly interrelated with SNAP 50/50.



What's the benefit of a consortium approach for...Worksystems?

- ***Supports Our Mission & Vision:*** To increase prosperity for barriered populations through middle income employment.
- ***Increases Resources:*** This year our grant will generate \$1.5M, serve 900 people, and support 13 community organizations.
- ***Support “One-Stop” Model:*** A consortium approach organizes multiple partners and services into one program for customers.



What's the benefit of a consortium approach for...Service Providers?

- ***Unified Contracting:*** The matching funds are in the same Worksystems funded programs and contracts that are being matched.
- ***Intensive Local Support:*** Ongoing training, T.A., and communities of practice that are local and specific to our consortium.
- ***Effective Advocacy:*** Consortium level, whole-program advocacy with funders instead of individual providers competing over \$.



What's the benefit of a consortium approach for...Participants?

- ***Increased Services:*** We add services and supports that are not technically part of the 50/50 grant, but increase success.
- ***Seamless Referrals:*** Participants are more easily referred to other programs and services that are within the network.
- ***Supply-Demand Connectivity:*** WDBs bring an approach that's driven by labor market information and employer relationships.



Q&A

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**Thank you for your
participation
in today's webinar!**